SERVING THE TOTAL FOODSERVICE INDUSTRY DECEMBER . 91

®RESTAURANTS & INSTITUTIONS

XXXXXXXXXXXXXXXXXXXXX AI
00061696 (9210) 2043
SRI ACQUISITIONS
CONGRESSIONAL
4520 EAST WE
BETHESDA

R&I's 23rd Annual JOB$ SURVEY

A Guide To Rating Your Salary & Benefits Package

Southern Exposure: Catfish, Shrimp And Spoon Bread

How To Give Your Menu Southern Accents

FLAVOR-FRIENDLY PORK

MAKE IT SPICY, FRUITY, SAVORY OR HOT

More Inside! See Page 4

CA PU CATION

DEC. 11, 1991

CONTENTS

VOL. 101 NO. 32

VIEWPOINT
LARRY THE LIQUIDATOR ON THE FOODSERVICE BUSINESS 11

R&I REPORT
NRA: PATRON SATISFACTION ON THE RISE 17
VEGETARIAN MENU ITEMS GAIN FAVOR 17
UK HOSPITALITY INDUSTRY BUILDS A BRIGHT FUTURE 18
HOTELYMPIA: UK'S REALLY BIG SHOW 18
ALAN LEWIS AND GENE STONE LEAVE LASTING HERITAGE 23

R&I EXCLUSIVE
R&I'S ANNUAL SALARY SURVEY 26

JOB$
HOW DO YOU RATE?

TASTE
SPRUCE UP MENUS WITH SOUTHERN ACCENTS 50

FOOD
FLAVOR-FRIENDLY PORK PLAYS IT UP IN STYLE 64

PRODUCT CATALOG
PRODUCT NEWS, FREE LITERATURE 75

CLASSIFIED ADS
BUYING, SELLING, CHANGING JOBS 89

ACTION EXPRESS
ADVERTISERS INDEX 96
PRODUCT RETRIEVAL 96
PHOTO CREDITS 96

READER SERVICE CARD
SEND FOR FREE INFORMATION 97

17 R&I REPORT: TRENDS AND INTERNATIONAL NEWS

A patron-satisfaction survey and the increase of calls by the customer for vegetarian menu items are in the news. An international report shows UK foodservice booming.

26 R&I EXCLUSIVE: RATING YOUR JOB AND ITS WORTH

Only 47% of respondents to *R&I*'s 23rd annual Job$ Survey reported satisfaction with their last raise—that's down 10% from last year. Leading reasons for the drop: According to survey verbatims, belt-tightening companies froze salaries and delayed promotions, but increased responsibilities. To get at the prevailing attitudes of foodservice professionals about their jobs, our special report employs demographic profiles and personal interviews.

50 ON THE COVER: 'OLD TIMES THERE ARE NOT FORGOTTEN'

The cooking of the old South boasts rich, sumptuous fare. The cooking of the new South preserves the traditional textures, flavors and ingredients in new and contemporary recipes—while cutting the calories of original dishes. Southern standbys, such as the spoon bread and grilled catfish shown on the cover, are updated in recipes featured in Taste. Fiddle-dee-dee!

64 FLAVOR-FRIENDLY PORK RECIPES

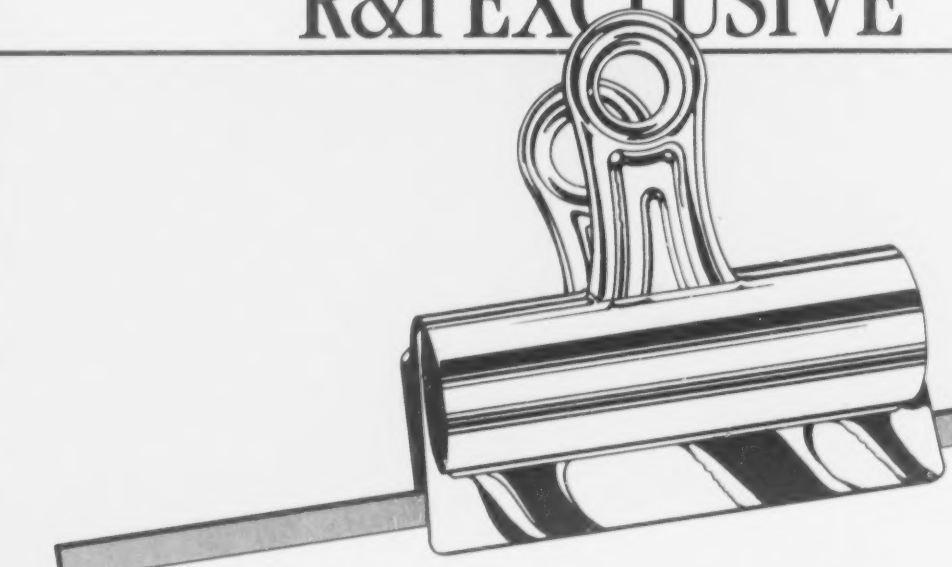
Pork always has been a great carrier of flavor. Now celebrity chefs and regional cooks are going hog-wild in developing recipes for pork's new nutritional profile. Gingered Pork Tenderloin by Chef Victor Gielisse and Roasted Pork Loin with Persimmon Stuffing by Chef Dave Foegley are among the recipes presented in Food.

75 PRODUCTS FOR DECEMBER FOOD DECISIONS

A line of frozen soups, holiday hams and frozen Southwestern entrees make winter menus easy to develop. This issue's Product Catalog has a wide variety of other convenience foods, as well as news about heart-healthy menus and an egg-handling safety video.

SOUTHERN ACCENTS

TASTE . . . 50
Hoppin' John and other historic Southern dishes aren't gone with the wind, just reconstructed for today's menus.



■ SALARIES

JOB$ HOW DO YOU RATE?

Use *R&I*'s 23rd annual executive compensation survey to compare your salary and benefits package to those of your peers.

By Jeff Weinstein

Disgruntled and nervous. That describes many of the foodservice executives who responded to *Restaurants & Institutions*' annual Job$ Survey.

This year, just 47% of all respondents are satisfied with their last raise, compared with almost 57% last year.

"The leading reason is the economy," says Joseph Micatrotto, vice president of operations for Louisville, Ky.-based Chi-Chi's. "Companies are tightening their belts and increasing responsibilities, while putting a freeze on salaries. In some cases, promotions and raises are being dragged out six months or more."

But not all the news about executive compensation is bad. Based on 3,221 responses to the 1991 Job$ Survey: The average salary jumped to $39,900 this year; raises averaged 5.08%; more than 47% of respondents to the survey received a bonus, account-

continued on page 30

1991 INDUSTRY AVERAGE

$39,900
Base salary

5.08%
Last pay increase

47.4%
Satisfied with last raise

47.2%
Received bonus

7.86%
Bonus as % of compensation

1.88
Years since last promotion

29.3%
Moonlight

14.2%
% of income from second job

16.6
Years in industry

6.77
Years in current position

66/34
Male/female ratio

39.5
Age

55.8%
College degree

66.1%
Married

2.39
Number of children

Many executives say their workload is growing faster than their pay.

JOB$ '91

continued from page 26

The average raise for CEOs and presidents fell below 5% in 1991.

ing, on average, for 8% of their total compensation. And when asked where they'd like to be in five years, 20% of the respondents say they are happy where they are now; 52% want to improve their lot within the industry; and 17% want out altogether.

For this article, *R&I* used survey data to assemble income and demographic profiles for 12 executive positions. Along with the profiles, professionals in those positions speak out about compensation and the issues affecting their careers in foodservice.

PRESIDENT/CEO

Base salary: $63,000
Last pay increase: 4.3%
Satisfied with last raise: 76.5%
Received bonus: 65.4%
Bonus as % of salary: 12.6%
Years since last promotion: 1.8
Moonlight: 31.8%
% of income from second job: 18.5%
Years in industry: 19.0
Years in current position: 10.2
Male/female ratio: 86/14
Age: 48.7
College degree: 64%
Married: 67.9%
Number of children: 2.65

What a difference a year makes. The average raise in this category fell from 6.9% in 1990 to 4.3% in 1991, according to Job$ Survey results. The percentage receiving a bonus fell to 65.4%, down from 75.8% a year ago.

"Sales haven't been as good, so companies don't justify as much compensation," says Craig Bothwell, president of Mazzio's Corp., Tulsa, Okla. "It's a big hurt when presidents don't get their bonus because most companies keep base salaries down with the upside on bonus. If they don't get their bonus it might cut earnings in half—a major blow."

Such is not the case for Bothwell, however. His ability to improve sales has enabled him to raise his income both this year and last. After a couple of years where he actually made less than before becoming president, Bothwell made a 25% bonus last year and expects a 30% bonus in 1991.

Industrywide, presidents and CEOs are more concerned about job security than compensation, according to Bothwell. "There aren't many presidents who feel undercompensated. But the pressure to perform on a quarterly basis is tremendous.

"That has been the case for four years now," he adds. "And once you're under pressure, it's hard to perceive extra stress. It's something you get used to."

OWNER

Base salary: $53,800
Last pay increase: 4.2%
Satisfied with last raise: 57.5%
Received bonus: 47.6%
Bonus as % of salary: 10.4%
Moonlight: 31.3%
% of income from second job: 17.6%
Years in industry: 19.5
Years in current position: 11.6
Male/female ratio: 83/17
Age: 44.3
College degree: 51%
Married: 81.4%
Number of children: 2.64

Are we having fun yet? Most owners don't think so. "The very successful owners are satisfied, but a majority are concerned and hoping for a jump in business," says Jimmy Britt, owner of Blazers, Greenwood, S.C.

"I don't take a salary right now and hear of very few owners who are giving themselves a raise," says Philippe Marcelis, owner of Panache in Santa Monica, Calif.

For Marcelis, sales are off 20% to 25% from last year. So he has cut staff and shortened the hours of operation, doing more work himself.

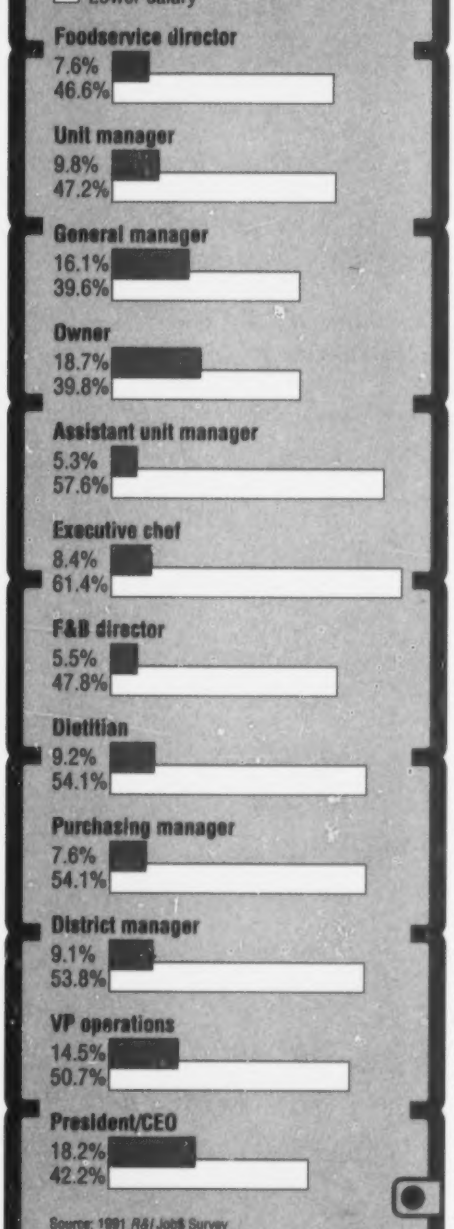
While Marcelis has problems, they haven't dampened his enthusiasm. He says his zeal for the business remains strong, and he is optimistic that business will pick up within six months.

At Bayona in New Orleans, chef-partner Susan Spicer says she is very satisfied with her compensation. After 20 months in business, Spicer is glad to report she has profits to divide quarterly with her partner. She adds that she could be taking more money out of the business but prefers to

continued on page 36

PERCEPTION PERSISTS

Assistant unit managers and executive chefs especially say their salaries compare unfavorably with those of people in other industries with similar responsibilities.



Source: 1991 *R&I* Job$ Survey

JOB$ '91

The biggest concern among foodservice directors is job security.

continued from page 30

reinvest it in the kitchen.

"To me it's more personal," she says. "I enjoy creating and putting my mark on something. There are other forms of compensation besides monetary."

Other owners, however, express frustration. James Russo, partner at Blake's, a midscale, casual restaurant in Cincinnati, is feeling the pinch. "Everyone is downscaling into my niche, and we are getting squeezed," says Russo. "Everyone is jumping into the 'casual' water. Maybe it's time to jump out, because it is getting too crowded in this segment."

FOODSERVICE DIRECTOR

Base salary: $36,700
Last pay increase: 4.7%
Satisfied with last raise: 56.8%
Received bonus: 23.7%
Bonus as % of salary: 4.3%
Years since last promotion: 1.9
Moonlight: 29.8%
% of income from second job: 11.9%
Years in industry: 18.2
Years in current position: 7.5
Male/female ratio: 37/63
Age: 43.1
College degree: 69%
Married: 69.4%
Number of children: 2.47

About 85% of the foodservice directors responding to the survey come from the health-care and education segments, where the biggest concern is job security.

"At any minute, a contract-management company could come in and take over," says Ruby Puckett, director of food and nutrition services at the University of Florida's Shands Hospital, Gainesville. "There's a lot of that going on. And no matter how good I am, this is still my biggest fear."

At the Glastonbury, Conn., public school district, some managers haven't received raises in more than a year and are just happy to have jobs, according to Foodservice Director Brad Devlin. "Given the economic climate in Connecticut, many school foodservice directors are satisfied with a freeze in pay this year," says Devlin. "Directors who haven't had programs taken over by contractors consider themselves lucky to have a job."

Attitudes about compensation reflect the uneasiness among foodservice directors. Barbara Clement, director of food and nutrition services at Good Samaritan Hospital & Medical Center in Portland, Ore., says she is adequately paid. "But when I look at my pay in relation to other positions in the hospital, I feel there is a great disparity," she says. "Because of downsizing, we are being asked to do more and the pay is growing disproportionate to the work."

Puckett adds that economic problems and downsizing in health care are shrinking raises, too. "The money just isn't there, and it will get worse before it gets better," she says.

While there might be some concern about job security in schools and colleges, the compensation picture is changing for the better, according to Devlin.

Devlin adds, "If we can survive the next few years without being taken over by a contractor, our specialized skills with nutrition and lobbying for entitlements will give us a foothold for negotiating a better compensation package. There's no reason we should be paid less than a midrange teacher, who makes about $52,000 in my district."

FOOD & BEVERAGE DIRECTOR

Base salary: $39,900
Last pay increase: 5.4%
Satisfied with last raise: 43.8%
Received bonus: 63.6%
Bonus as % of salary: 7.1%
Years since last promotion: 1.3
Moonlight: 24.8%
% of income from second job: 14.8%
Years in industry: 17.1
Years in current position: 4.2
Male/female ratio: 84/16
Age: 36.2
College degree: 57%
Married: 57.5%
Number of children: 1.98

Not only are a large percentage of food and beverage directors dissatis-

continued on page 41

BALANCING BENEFITS

With the exception of profit sharing and stock options, institutional executives receive a more well-rounded set of benefits compared to their commercial counterparts.

Benefits received	Comm.	Inst.
Paid vacation	88.0%	92.1%
Medical insurance	82.9	92.1
Dental insurance	49.6	66.2
Disability insurance	44.4	61.3
Education reimbursement	28.1	63.9
Pension plan	24.6	68.0
401(k) plan	19.9	28.7
Relocation costs	23.5	20.0
Profit sharing	26.5	10.7
Flex time	15.0	21.6
Stock options	15.3	11.3
Paid maternity leave	7.3	18.0
Child-care subsidy	1.5	8.3
Life insurance	3.4	3.9

Benefits you want	Comm.	Inst.
Dental insurance	24.1%	21.1%
Optical insurance	6.4	14.3
Medical insurance	9.1	2.3
Pension plan	27.1	10.5
401(k) plan	16.0	4.7
Profit sharing	15.5	6.2
Stock options	8.9	2.8
Education reimbursment	7.1	7.7
Flex time	2.4	5.5
More vacation time	2.1	2.7

Source: 1991 *R&I* Job$ Survey

JOB$ '91

More companies reward purchasing managers for saving money.

continued from page 36

fied with their pay, but the hotel industry, where most of them work, also has cut levels of management, so there are fewer opportunities for advancing.

Top management also is scrutinizing salaries and raises more as the overbuilt hotel industry struggles with low occupancy rates. "The range for raises used to be 8% to 10%, but it has dropped to 6% for a job well done," says Jean-Marc Dizard of the Hyatt Regency O'Hare, Rosemont, Ill.

Dizard adds that the days of hiring a big-name director for $80,000 are over. "The emphasis has switched to finding a hands-on director whose strength is productivity and achievement."

VICE PRESIDENT OPERATIONS

Base salary: $62,100
Last pay increase: 5.4%
Satisfied with last raise: 59.8%
Received bonus: 68.1%
Bonus as % of salary: 11.1%
Years since last promotion: 2.6
Moonlight: 38.3%
% income from second job: 14.4%
Years in industry: 19.8
Years in current position: 6.8
Male/female ratio: 82/18
Age: 39.8
College degree: 66%
Married: 82.5%
Number of children: 2.41

While 60% of operations chiefs are satisfied with their last raise, that number has dropped from 75% a year ago.

"If business is tough, how can you give what you don't have?" asks Ben Northrup of Toojay's, Palm Beach, Fla. "If an operator's net is down from 15% to 12%, it's real hard to give satisfactory raises."

However, Micatrotto of Chi-Chi's notes that talented vice presidents of operations are very marketable commodities and are in good position to better their standard of living. "Someone at a small chain of 50 can jump to a 150-unit chain and triple their income."

PURCHASING MANAGER

Base salary: $34,100
Last pay increase: 4.9%
Satisfied with last raise: 42.2%
Received bonus: 33.3%
Bonus as % of salary: 5.3%
Years since last promotion: 1.6
Moonlight: 30.9%
% of income from second job: 17.3%
Years in industry: 15.3
Years in current position: 6.1
Male/female ratio: 58/42
Age: 39.3
College degree: 56%
Married: 60.1%
Number of children: 2.77

According to the survey response, more owners are trying to supplement purchasing managers' salaries with bonuses. The percentage offering a bonus increased to 33.3%, up from 28% a year ago and 26% in 1989.

Lloyd Byrd, purchasing director for Phillips Seafood Restaurants, Baltimore, says he would prefer a higher base salary to an incentive plan. "A bonus becomes like the dog chasing its own tail," he says. "When comparing food costs and increased margin year to year, you reach a point where a bonus can take you only so far."

Byrd is also among the 58% of purchasing managers who were not satisfied with their last raise.

"I'm not surprised that so many aren't satisfied," he says. "Purchasing is a tricky proposition. I spec 1,300 items. It's a big job, so I have never felt keen about the raise I get based on the work I do."

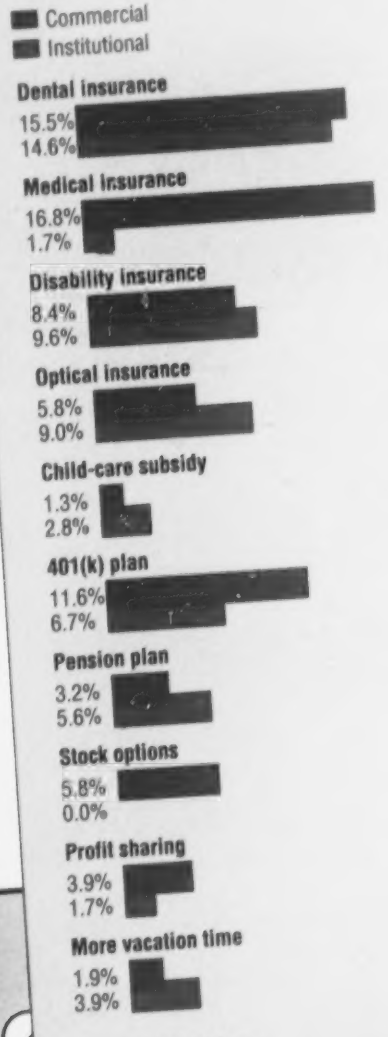
At the same time, Byrd say he feels very secure in his position because he is the company's only products expert.

"I had three job offers my first year at Phillips, and that is reassuring despite concerns about my salary," says Byrd. "But there is usually only one purchasing director per company so it's not like there are hundreds of these jobs out there." *continued on page 44*

ANTE UP

Companies are adding various forms of medical insurance to benefits plans at a greater rate than monetary rewards such as profit sharing.

Benefits added in past year



Source: 1991 *R&I* Jobs Survey

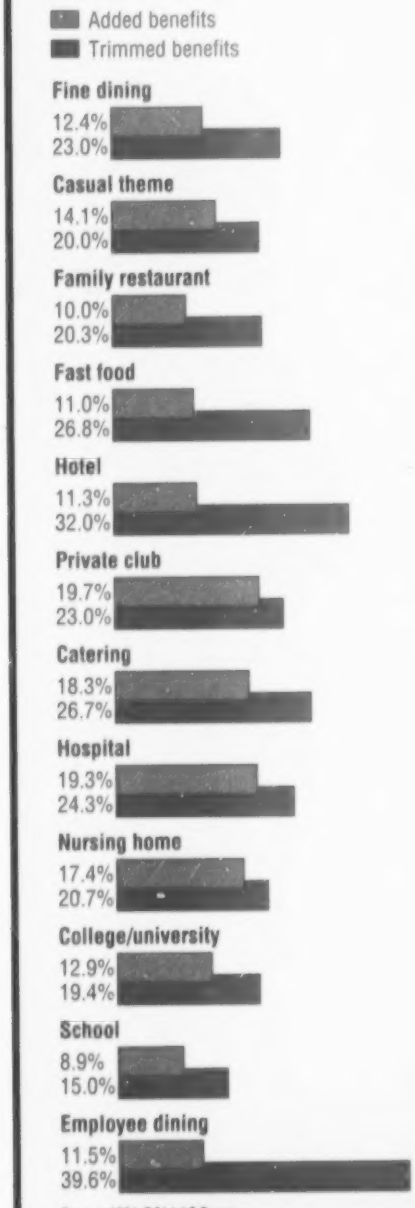
JOB$ '91

continued from page 41

Some GMs complain of cooked numbers that hold down their bonuses.

TRIMMING THE FAT

Employers in every segment of the industry trimmed benefits more often than they added them. Cuts were deepest in the employee-dining segment. Overall, almost 55% report no change, while 3.6% say benefits have been totally eliminated.



Source: 1991 *R&I* Job$ Survey

DISTRICT MANAGER

Base salary: $50,100
Last pay increase: 6.1%
Satisfied with last raise: 55.9%
Received bonus: 72.7%
Bonus as % of salary: 10.8%
Years since last promotion: 3.1
Moonlight: 21.3%
% of income from second job: 16.9%
Years in industry: 17.1
Years in current position: 6.8
Male/female ratio: 81/19
Age: 38.6
College degree: 45%
Married: 80.3%
Number of children: 2.26

In the past year, a number of chains have cut layers of management. A district manager who once controlled six units now oversees as many as 20. But Job$ Survey results indicate this is one position where compensation is commensurate with growing responsibilities.

The average salary of a district manager jumped to $50,100 in 1991 from $45,600 in 1990. The percentage satisfied with their last raise climbed to 55.9% from 51.2%. Bonuses are received by 72.7%, up from 68.2% a year ago.

"I'm being paid fairly and people I talk to with similar positions seem happy, too," says John Augustine, regional manager for Charlie Brown's, Union, N.J.

In fact, Augustine would like to see a higher percentage of his compensation based on bonus. Currently, he can make up to 25% of his base salary in bonus and would welcome the challenge to make more than that based on performance.

GENERAL MANAGER

Base salary: $43,000
Last pay increase: 6.0%
Satisfied with last raise: 63.9%
Received bonus: 69.1%
Bonus as % of salary: 9.3%
Years since last promotion: 2.2
Moonlight: 25.8%
% of income from second job: 14.6%
Years in industry: 16.9
Years in current position: 6.0
Male/female ratio: 79/21
Age: 38.8
College degree: 46%
Married: 66.3%
Number of children: 2.34

Jeff Goldworn, general manager at Pricci in Atlanta, believes restaurants would be more successful if compensation packages were more contingent on bonuses than on base pay. Goldworn says he would rather have a lower base salary, prove his worth, and then be compensated with a bigger bonus.

His recipe for success includes setting up contracts with performance clauses. He says it would set the tone for a good working relationship with the restaurant owner and clarify expectations.

But not everyone agrees with Goldworn's plan. "Operators can manipulate numbers pertaining to food and labor costs and reduce bonus money," counters John Martin, general manager of the Capital Grille in Boston.

"We need a more scientific or fair way of determining bonuses," says Martin. "I haven't been comfortable with the fairness of the ones I've been involved with and I don't think a lot of owners are either."

Overall, survey results suggest that general managers are happy with their income. They are among the few who responded with a high satisfaction level about their last raise. "There is a lot of disparity in pay from one general manager's job to the next," says Martin "But at the moment, I'm satisfied with my salary."

EXECUTIVE CHEF

Base salary: $39,200
Last pay increase: 5.5%
Satisfied with last raise: 49.3%
Received bonus: 50.4%
Bonus as % of salary: 5.5%
Years since last promotion: 1.0
Moonlight: 39.3%

continued on page 46

JOB$ '91

Only 38% of assistant managers were satisfied with their last salary increase.

continued from page 44

% of income from second job: 11.3%
Years in industry: 18.2
Years in current position: 4.2
Male/female ratio: 90/10
Age: 37.1
College degree: 46%
Married: 66.4%
Number of children: 2.39

Salaries aren't as high as they should be in this category because supply is starting to outstrip demand, contends David Brennan, executive chef at DiLullo Oggi in Philadelphia. "If an owner can save $10,000 on an executive chef, they won't hesitate to make the change," says Brennan.

Perhaps executive chefs are underpaid. But others say many of these chefs are not true executives. "A lot of 'executive chefs' don't perform all the functions to demand a higher salary," says Kenneth Wade, executive chef at Harpoon Louie's in Jupiter, Fla. "For instance, they don't involve themselves in purchasing, an area that has a big impact on their own bottom line.

"A certified executive chef who has these skills can carry a double title and eliminate a food and beverage director," asserts Wade. "That is the key to higher compensation. Executive chefs need to focus on education and put themselves into position to manage the kitchen as well as cook."

UNIT MANAGER

Base salary: $32,800
Last pay increase: 4.9%
Satisfied with last raise: 41.7%
Received bonus: 62.7%
Bonus as % of salary: 8.7%
Years since last promotion: 2.5
Moonlight: 28.9%
% of income from second job: 13.9%
Years in industry: 13.8
Years in current position: 5.9
Male/female ratio: 75/25
Age: 35.3
College degree: 53%
Married: 64.3%
Number of children: 2.18

After their assistants, unit managers are the least satisfied of all foodservice executives. Only 41.7% are satisfied with their raises this year, compared with 44% in 1990 and 46% in 1989.

"I'm not at all surprised by those numbers because this is a very demanding and stressful job," says a unit manager for Taco Bell. "The company doesn't show its verbal appreciation, so they must show it with compensation."

Among his peers, the Taco Bell manager says compensation based on a bonus system is growing in popularity. "I'd like to see bonuses reach as high as 30% of my salary, but so far they top out between 20% and 25%."

Lisa, a unit manager for Ponderosa, would like to see her bonus plan improved. "Last month I got a $75 bonus before taxes. Wow," she says, with a note of sarcasm.

Lisa's problem is that she runs a lower-volume unit and bonus is based on sales contribution to the entire system. "If the company made the bonus system more equitable, it would motivate me to help build my business," she says. "But I think the company has made it harder for me to make a good bonus because it wants to save money."

The other crucial issue with managers is promotion. The average time between promotions increased to 2.5 years in 1991, up from 2.0 years last year. "We're not moving up as fast because many companies have eliminated a layer of management, leaving fewer opportunities," the Taco Bell manager adds. "If they can't promote us as fast, it becomes even more important to improve bonus incentive programs."

ASSISTANT UNIT MANAGER

Base salary: $24,100
Last pay increase: 4.6%
Satisfied with last raise: 38.8%
Received bonus: 48.4%
Bonus as % of salary: 4.7%
Years since last promotion: 1.8
Moonlight: 28.2%
% of income from second job: 15.5%
Years in industry: 11.3
Years in current position: 3.9
Male/female ratio: 71/29
Age: 31.7
College degree: 45%
Married: 44.3%
Number of children: 2.21

Steve works 50 hours a week at $5.50 an hour as an assistant manager at Little Caesars. He works 10 hours every Friday night and opens the store on Saturday morning. He says he's underpaid and is getting a bit tired of the Friday-Saturday routine.

What would cause Steve to change his tune? "They have a bonus program that I'd like to be a part of, but I don't see a penny," he says. "It's up to the managers to take something out of their pocket. But they've paid their dues and believe they deserve it all."

What keeps Steve on the job is the health benefits and tuition reimbursement. But he says the reimbursement creates a Catch-22 since he has time for only one class a semester.

DIETITIAN

Base salary: $35,400
Last pay increase: 4.5%
Satisfied with last raise: 56.1%
Received bonus: 22.9%
Bonus as % of salary: 4.3%
Years since last promotion: 1.4
Moonlight: 31.2%
% of income from second job: 13.1%
Years in industry: 18.1
Years in current position: 8.2
Male/female ratio: 14/86
Age: 42.3
College degree: 94%
Married: 63.1%
Number of children: 2.40

"I lost four of my six dietitians in the last six months and they all left for money," says a clinical nutrition manager for a large contractor.

The manager says most dietitians are highly underpaid. "I'm quite disgruntled with my field and so is almost everyone I talk to," she says. "Pay has not advanced with the times because dietitians don't have the ability to strike like nurses. Management figures they can get along without dietitians if necessary and the patient ends up suffering the most."

Considering the five years of extensive dietary training required, the manager would like to see dietitians start at $30,000, whereas today they start between $22,000 and $25,000. R&I

ACTION EXPRESS

ADVERTISING INDEX

For more information on the products advertised and featured in this issue, circle the number indicated on the Reader Service Card.

Advertiser	Inquiry No.
Alto-Shaam, Inc. (p.37-40)	14,15,16,17
Bettcher Industries (p.88)	45
Blue Diamond Growers (p.31)	11
California Avocado Commission (p.58-61)	29
Classified Advertising (p.89-95)	
COEX '92 (p.83)	
Coldwater Seafood Corp. (p.55,57)	27,28
Continental Coffee Products (p.IBC)	46
CRES-COR® /CROWN X, Crescent Metal Products, Inc. (p.79)	35
Farmland Foods, Inc. (p.72-A-72-B,73)	32
Florida Department of Citrus (p.63)	
General Mills, Foodservice Div. (p.12-13)	6,7
Hillshire Farms (p.66-67)	30
Hunt-Wesson Foodservice Div. (p.5-10)	4,5
Iceland Seafood Corp. (p.32-35)	12,13
Image Watches, Inc. (p.85)	37
Kraft Foodservice, Inc. (p.2-3)	3
Land O Lakes, Inc. (p.24-25)	10
McIlhenny Co., Tabasco (p.IFC)	1
Merico, Inc. (p.1)	2
Midwest Micro Systems, Inc. (p.87)	38
Minute Maid Foodservice Group, a division of Coca-Cola Foods (p.69)	
Molded Fiber Glass Tray Co. (p.87)	40
Morningstar Farms Foodservice Div. Worthington Foods, Inc. (p.74)	33
Nestle Brands (p.14-15,48-49)	
Nordic Track (p.86)	
Oneida, Ltd. (p.16)	8
Ore-Ida Foods, Inc. (p.19-22)	9
Pierce Foods Corp. (p.42-43)	18,19,20,21,22,23,50
Procter & Gamble, Whirl (p.BC)	47
ReMACS (p.88)	42
Reckitt & Colman (p.52-53)	26
Sara Lee Foodservice (p.45,47)	24,25
Sequentia, Inc. (p.88)	44
Sunshine Biscuits, Inc., Foodservice Div. (p.77)	34
Tomlinson Industries (p.87)	39
Tyson Foods, Inc. (p.28-29)	100
Vogt Machine Co., Henry (p.87)	41
Vulcan-Hart (p.81)	36
Waljan Products, Inc. (p.88)	43
Winston Products Co. (p.71)	31
Worthington Foods, Inc., Morningstar Farms Foodservice Div. (p.74)	33

PRODUCT RETRIEVAL

PRODUCT CATALOG

Page 75	Inquiry No.
Mexican Shrimp (Ocean Garden Products Inc.)	300
Frozen Soups (Campbell Food Service Co.)	301
Griddle Gourmet Cod (Iceland Seafood Corp.)	302
Wings and Drummies (Tyson Food Service)	100
Potato Skins (Ore-Ida Foods Inc.)	303
Non-Dairy Topping (Rich Products Corp.)	304
Condiments (Heinz U.S.A.)	305
Refried Beans (Hunt-Wesson Foods, Inc.)	306
Fresh Sausages (Hillshire Farm & Kahn's)	307
Page 76	
Vegetable Blends (Stilwell Foods, Inc.)	308
Grapefruit (Florida Dept. of Citrus)	309
Ravioli (Domani Italian Foods)	
Camdollies (Cambro Mfg. Co.)	310
Menu Program (General Mills)	311
Coffee Cake Batter (L. Karp & Sons)	312
Cheese Sauce (Land O'Lakes Foodservice)	313
Ice Cream Dessert Recipes (National Dairy Board)	314
Page 78	
Cookie Dough (Ready-Bake)	315
Oriental Entrees (Stouffer's Foodservice)	316
Nutritional Supplement (Minute Maid Foodservice Group)	
Guacamole (Calavo Foods Inc.)	317
Holiday Hams (Henry House, a div. of Tyson Foods Inc.)	318
Egg Handling Video (American Egg Board)	319
Parmesan Cheese (Sugar Foods Corporation)	320
Cleaning Products (Nugget Distributors Inc.)	321
Cottonseed Oil (National Cottonseed Products Assn.)	322
Page 80	
Tabletop Products (The Hall China Co.)	323
Avocados (California Avocado Commission)	324
Gravy (Nestle Brands)	325
Instant Gravies (LeGout Foods Div., Fearn Intl. Inc.)	326
Long Grain & Wild Rice (Uncle Ben's Inc.)	327
Menu Program (The American Dietetic Association)	328
Prepared Entrees (Grand Metropolitan Foodservice USA)	329
Worcestershire Sauce (Reckitt & Colman)	330
Chopped Tomatoes (Hunt-Wesson Foods, Inc.)	331
Mushroom Brochure (Pennsylvania Fresh Mushroom Program)	332
Page 82	
Waffle Cones (Keebler)	333
Spread (Van den Bergh)	334
Fried Chicken Parts (Pierce)	335
Canned Entrees (American Home Food Products Inc.)	336
Precooked Sausage (Oscar Mayer Foodservice)	337
Ham (Geo. A. Hormel)	338
Vegetable Oil (Kraft Foodservice)	339
Custom Entrees (Choice Meat Co. Inc.)	340
Recipe Cards (Nabisco Brands)	341
Juice Caddy (SYSCO)	342
Page 84	
Holiday Gift Pack (Cookietree Bakeries)	360
Timer (Prince Castle Inc.)	361
Solid Detergents (Ecolab Inc.)	362
Dessert Shells (Parco Foods Inc.)	363
Roll-Towel Systems (Scott Paper)	364
Sweetener (Weight Watchers Intl. Inc.)	365
Cleaning Charts (Procter & Gamble Co.)	366
Disposable Serving Trays (Reynolds Metals Co.)	367
Page 85	
Plain Low-Fat Yogurt (National Dairy Products Corp.)	368
Grease Cleaner (The Clorox Co.)	
Brewing System (Wilbur Curtis Co. Inc.)	369
Single-Serve Beverage (General Foods USA)	370
Page 86	
Turkey Bacon (Bil Mar Foods)	371
Dinnerware (Oneida Foodservice)	372
Food Transporters (Rubbermaid Commercial Products Inc.)	373
Holiday Rum (House of Seagram)	374
Salad Prep (Nemco Inc.)	375

PHOTO CREDITS

Cover: Vuksanovich Inc.
Contents: p. 4, Vuksanovich Inc.
***R&I* Report:** "International," p. 18, courtesy Hotelympia and Reed Exhibitions.
Taste: "Regional Cuisine," p. 51, 56, Eric Futran; p. 54, American Egg Board; p. 62, The Peanut Advisory Board.
Food: "Center of the Plate," p. 65, John Morrell Foodservice; p. 68, California Apricot Advisory Board; p. 70, National Honey Board.

MAGAZINE DIVISION STAFF

Terrence McDermott, President/Chief Operating Officer; Frank J. Sibley, Executive Vice President; Charles E. Moodhe, Senior Vice President/General Manager; Peter T. Orsi, Senior Vice President; Thomas J. Dellamaria, Senior Vice President/Production and Manufacturing.

BUSINESS STAFF

Barry H. Reese, Vice President/Publishing Director; Jane Young Wallace, Vice President/Publisher; Steven D. Mayer, Director of Marketing; Catherine Erickson, Associate Director of Marketing; Corinne Zollars, Manager, *R&I* Resource Center; Bob Bean, Senior Research Director; Ed Christ, Circulation Director; Robert McNally, Circulation Manager.

BUSINESS OFFICES

Mark A. Strauss, National Sales Director. **Chicago:** Alana Vondrak, National Sales Coordinator; Candice J. Hammett, Regional Manager; David Weil, Regional Manager; Patricia McGowan, Recruitment/Classified Advertising Manager; Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080. Phone: (708) 635-8800. **Stamford:** William Lazar, Regional Manager, 8 Stamford Forum, P.O. Box 10277, Stamford, CT 06904-2277. Phone: (203) 328-2547. **New York:** Michael Cardello, Regional Manager and National Sales Manager/Beverage Alcohol, 249 W. 17th St., New York, NY, 10011-5301. Phone: (212) 463-6480. **Cleveland:** Jerry Stiegler, Regional Manager, 1621 Euclid Ave., Cleveland, OH 44115-2186. Phone: (216) 696-1800. **Atlanta:** Thomas McElhinny, Regional Manager, Suite 395, 6520 Powers Ferry Rd., Atlanta, GA 30339-2911. Phone: (404) 955-6500. **San Francisco:** John Barkan, Regional Manager, 410 Pacific Ave., San Francisco, CA 94133-4631. Phone (415) 397-0941. **Los Angeles:** Rebecca Roberts, Regional Manager, 18818 Teller Ave., Suite 210, Irvine, CA 92715-1679. Phone: (714) 851-9422. **Japan:** Kaoru Hara, Dynaco International Inc., Suite 1003—Sun-Palace Shinjuku, 8-12-1 Nishishinjuku Shinjuku-ku, Tokyo 160, Japan. Phone (03) 366-8301.

REPRINTS

Reprints of RESTAURANTS & INSTITUTIONS articles are available on a custom-printing basis at reasonable prices in quantities of 500 or more. For a specific quotation, contact Andrea Marwitz, Cahners Reprint Services, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080. Phone: (708) 635-8800.

BPA
ABC
ABP

RESTAURANTS & INSTITUTIONS, a Cahners publication
1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080 Phone: 708-635-8800

Cahners Publishing Company, A Division of Reed Publishing USA: Specialized Business Magazines for Building & Construction; Research; Technology; Electronics; Computing; Printing; Publishing; Health Care; Foodservice; Packaging; Environmental Engineering; Manufacturing; Entertainment; Media; Home Furnishings; Interior Design; and Lodging; Specialized Consumer Magazines for Child Care; Boating; and Wedding Planning

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) (GST #123397457) is published biweekly (with an additional issue in January, May, August, September and November, and two extra issues in March) in national, demographic and separate editions by the Cahners Publishing Company (subscription includes all issues). Cahners Publishing Company is a Division of Reed Publishing USA. 275 Washington St., Newton, MA 02158-1630. Terrence M. McDermott, President/Chief Operating Officer; Frank J. Sibley, Executive Vice President; Charles H. Moodhe, Senior Vice President/General Manager, Chicago Division; Jerry D. Neth, Senior Vice President/Publishing Operations; J.J. Walsh, Senior Vice President/Finance; Thomas J. Dellamaria, Senior Vice President/Production and Manufacturing; Ralph Knupp, Vice President/Human Resources. Circulation records are maintained at Cahners Publishing Company, 44 Cook St., Denver, CO 80206-5800. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5800 and additional mailing offices. **Postmaster: Send address corrections to RESTAURANTS & INSTITUTIONS, P.O. Box 173377, Denver, CO 80217-3377.** RESTAURANTS & INSTITUTIONS copyright 1991 by Reed Publishing USA. Robert L. Krakoff, Chairman and Chief Executive Officer. Annual subscription rates for nonqualified people: USA: 1 year $104.95, 2 years $204.95; Canada: 1 year $192.55, 2 years $326.30; Mexico: 1 year $179.95, 2 years $304.95; other countries: 1 year $234.95, 2 years $399.95 for surface mail and 1 year $374.95, 2 years $679.95 for air mail. Single copies are available for $15 (USA, Canada, Mexico and foreign). The March 27, July 10, July 24 issues are available for $25 (USA, Canada Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 44 Cook St., Denver, CO 80206-5800. RESTAURANTS & INSTITUTIONS has also been published as: INSTITUTIONS, Magazine of the Service World™ and INSTITUTIONS/VOLUME FEEDING MANAGEMENT. RESTAURANTS & INSTITUTIONS and R&I are registered trademarks of Reed Properties Inc., used under license.